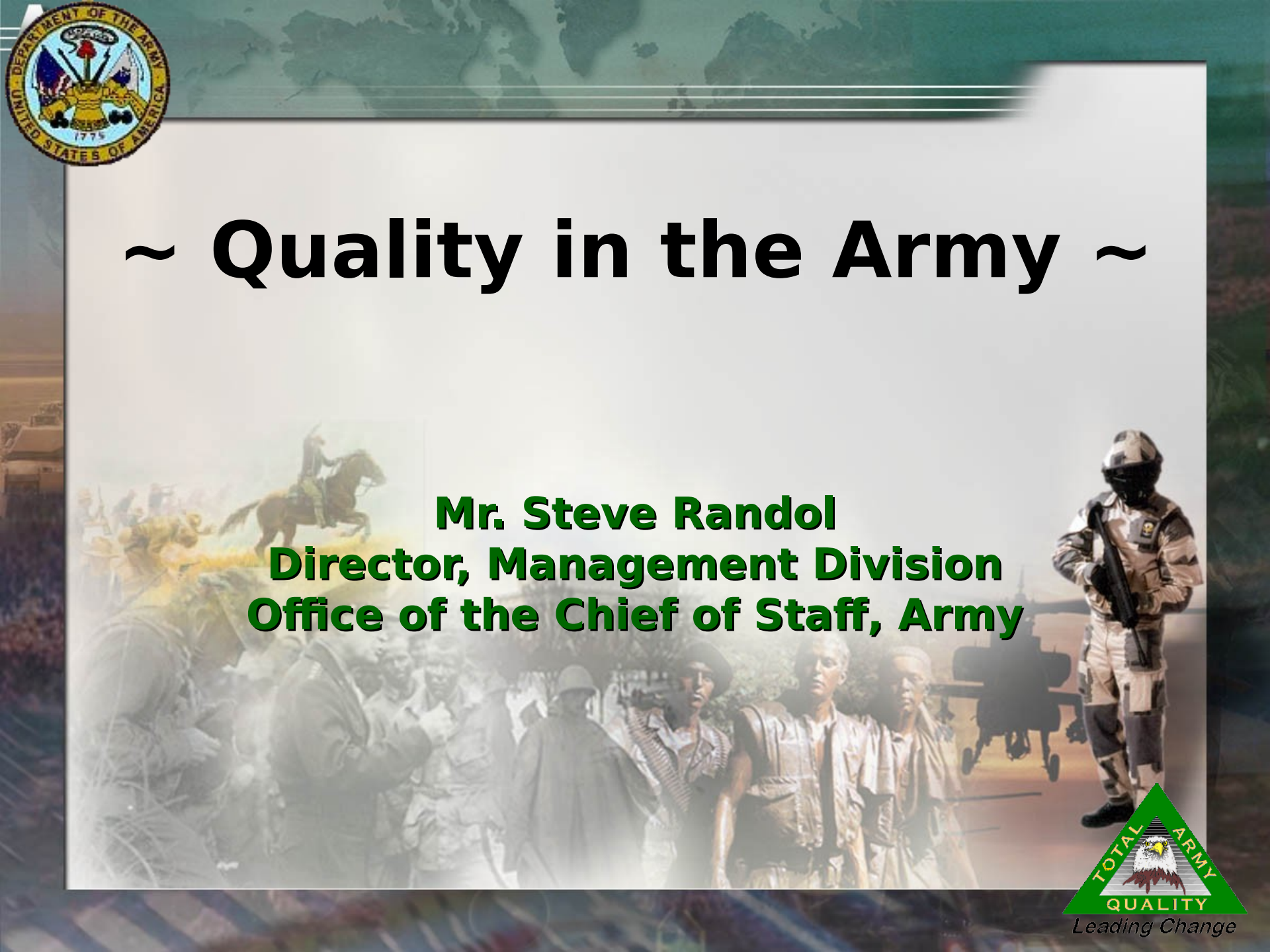
~ Quality in the Army ~

Mr. Steve Randol
Director, Management Division
Office of the Chief of Staff, Army

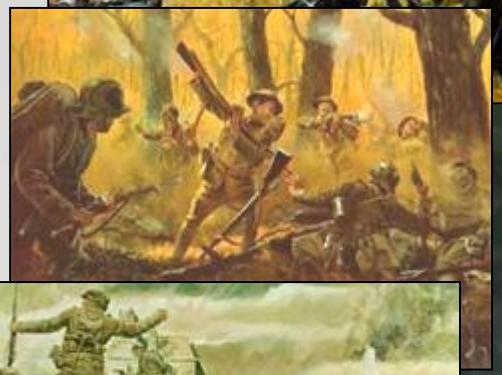


Our History

When we've been called

… We've been there

… *Trained and Ready*



America's sons & daughters

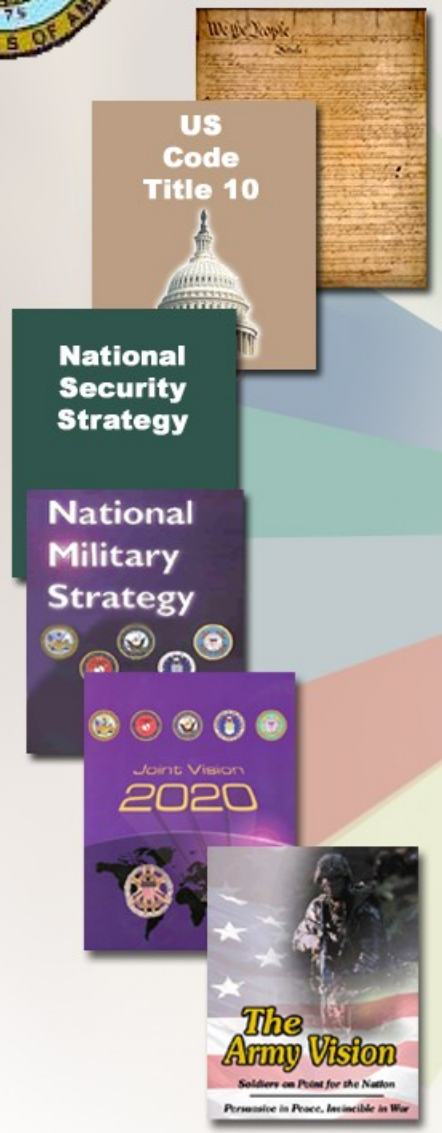
… serving the Nation

… with distinction

TOTAL ARMY QUALITY

Leading Change

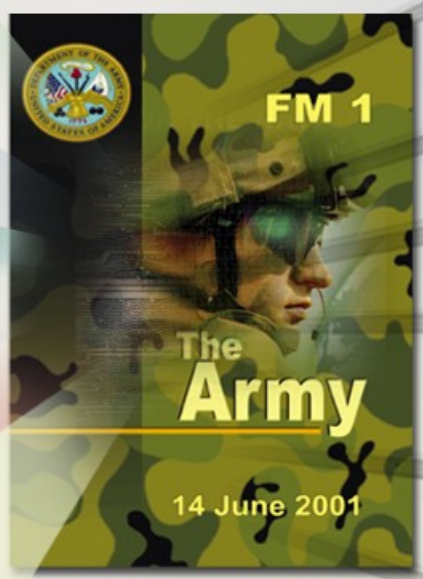
Why an Army?


US Code Title 10
National Security Strategy
National Military Strategy
Joint Vision 2020
The Army Vision
Soldiers on Point for the Nation
Persuasive in Peace, Invincible in War

Deter

Compel

Reassure



Core Competencies

- Shape the Security Environment
- Prompt Response
- Mobilize The Army
- Forcible Entry Operations
- Sustained Land Dominance
- Support Civil Authorities

. . . Nonnegotiable Contract – to Fight and Win the Nation's Wars

TOTAL ARMY QUALITY
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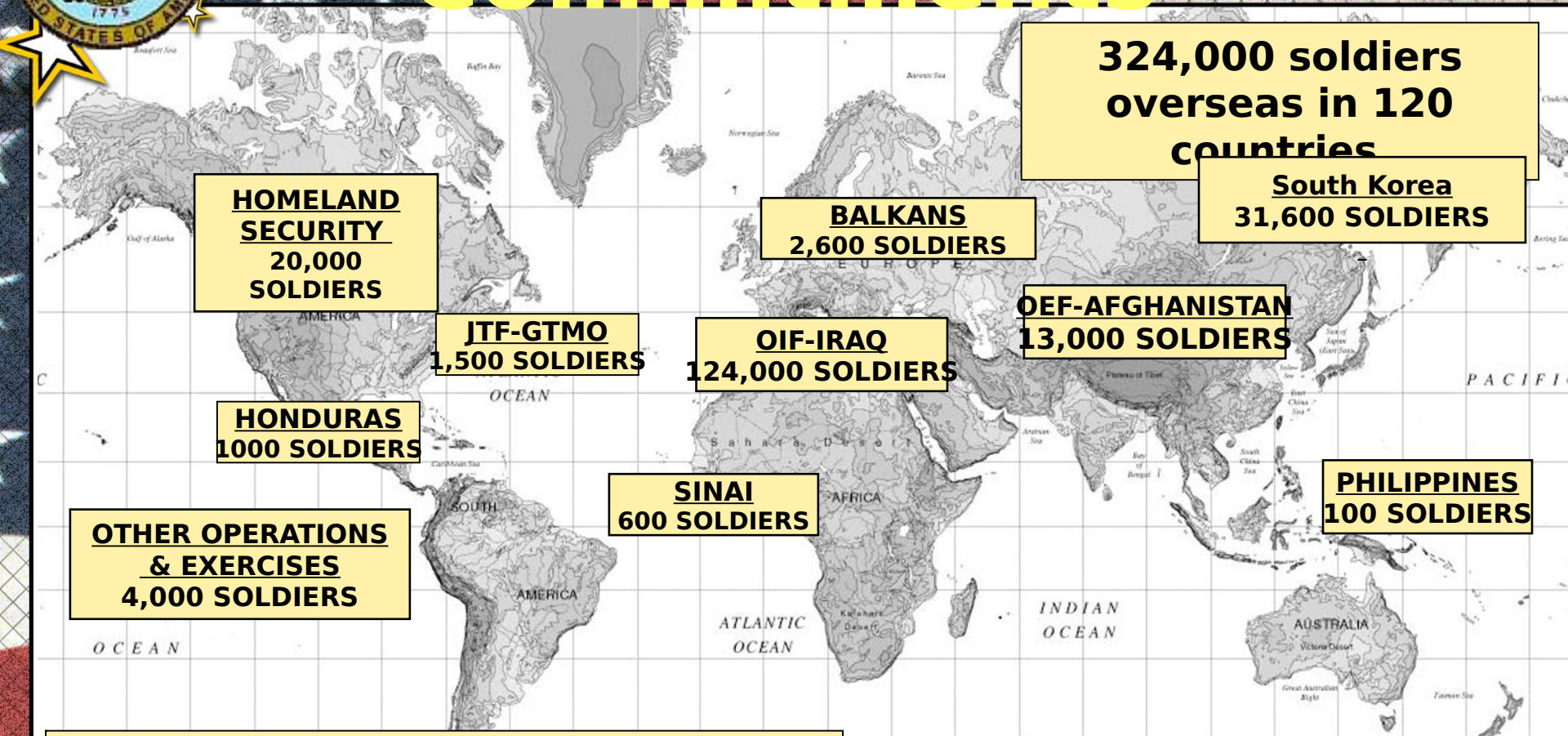
Army Global Commitments



Army Personnel Strength

Component	Total	Currently Deployed
- Active:	485,000	181,000
- Reserve:	205,000	54,000

TOTAL ARMY QUALITY
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The Evolving Conduct of War

Kenya 1998

WTC 2001

Pentagon 2001

Lockerbie 1988

TWA FLT 847 1985

Iraq 1995

Saudi Arabia 1996

Yemen 2000

Beirut 1983

. . . The Stakes Have Changed

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Leadership

"When we are at war, we must think and act differently. We become more flexible and more adaptable. We must anticipate the ultimate reality check -- combat."

GEN Peter J. Schoomaker
Chief of Staff, Army

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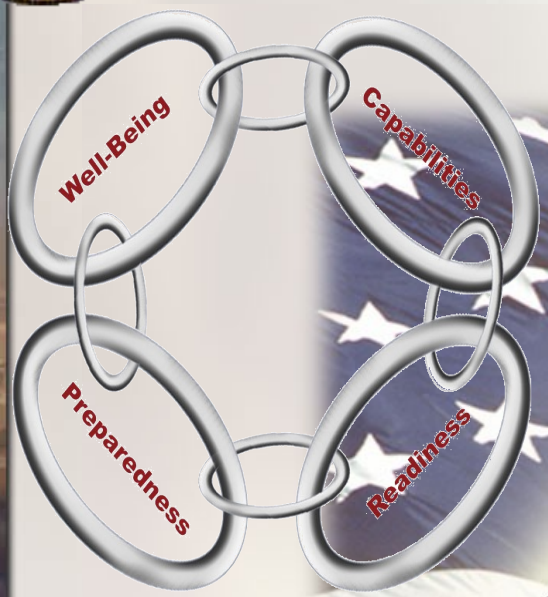
Army Strategic Planning



People

The Army Vision

Readiness

Transformation

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U.S. Army Strategy Map

"The Army's purpose is to serve the American people, protect enduring national interests, and fulfill national military responsibilities."

Stakeholder Mission

Core Competencies

- Shape Security Environment C1
- Execute Prompt Response C2
- Mobilize The Army C3
- Conduct Forcible Entry C4
- Sustained Land Dominance C5
- Support Civil Authorities C6

Internal Process

Readiness

- Ready Force for Today & Tomorrow P1
- Man The Army P4
- Organize The Army P3
- Sustain The Army P2
- Provide Infrastructure P7
- Equip The Army P6
- Train The Army P5
- Communicate across the Army P12

Transformation

Sound Business Practices

- Improve Business Practices P8
- Leverage Technologies into Key Processes and Equip Army P9
- Optimize Delivery of Non-Core Competencies P10
- Improve Acquisition with Industries P11

Learning & Growth

People

- Opportunity for Service L1
- Competitive Standard of Living L2
- Pride & Sense of Belonging L3
- Personal Enrichment L4
- Leader Training & Leader Development L5

Resources

Secure Resources

Secure Resources

People, Dollars, Infrastructure, Installations, Institutions(I^3) and Time R1

Army Balanced Scorecard

P4 - Man the Army (Army Scorecard)
P1 - Shape, Structure and Distribute Personnel (G-1 Scorecard)

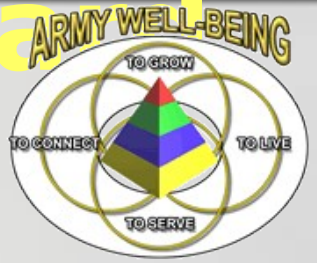
BACK TO INTRO

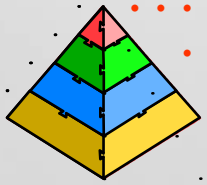
P4-b/P1-b. Current and Projected (current FY plus 5 and plus 12 years) % of fill of Divisions, ACRs, and EDUs in the aggregate (AC, ARNG, and USAR)

Metrics: Min = 95% Max = 110% Tgt = 100%

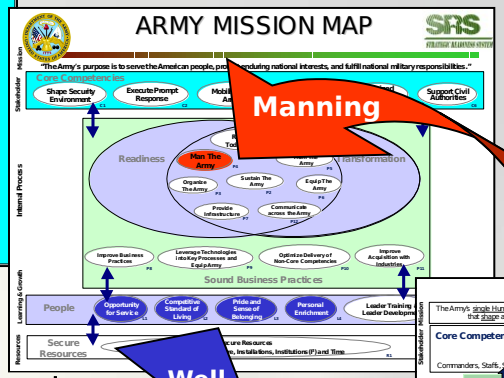
100 - 110% = GREEN	95 - 99.9% = AMBER	BELOW 95% = RED

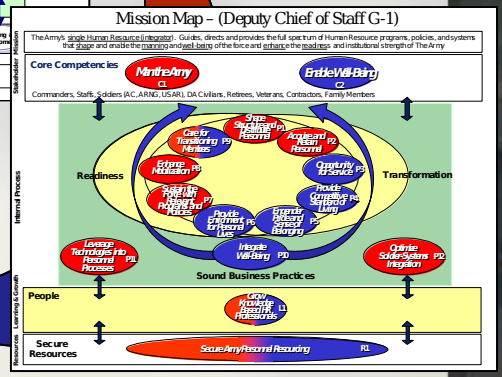
COMPONENTS	Click Below to See	CURRENT	PLUS 5	PLUS 12
ACTIVE ARMY CPT Eric Brunken, 703-695-7946, eric.brunken@hqda.army.mil	Back-up Data / Chart View / Comments	104.278%	105.348%	103.209%
ARNG MAJ Karen Berger, 703-607-5822 Karen.Berger@ngb.ang.af.mil	Back-up Data / Chart View / Comments	89.321%	100.000%	100.000%
USAR MAJ Ward Litzenberg, (703) 601-3527 ward.litzenberg@ocar.army.pentagon.mil	Back-up Data / Chart View / Comments	DATA CURRENTLY NOT AVAILABLE		
OVERALL	Back-up Data / Chart View	98.584%	103.312%	101.987%

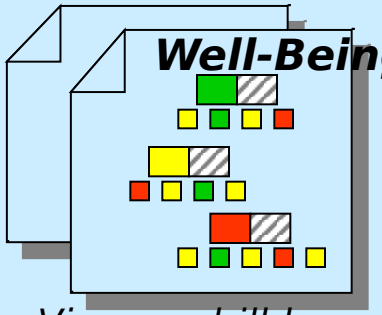




. . . To Live
. . . To Connect
. . . To Grow
. . . To Serve







Well-Being

Well-Being Status Report

View on drilldown is datasheets which summarize queries by category, LO, constituent group, etc

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Army Quality Program

STRATEGIC MANAGEMENT AND INNOVATIONS

- ✓ Army Performance Excellence Award (APEA)
- ✓ Army Performance Improvement Criteria (APIC)
- ✓ Army Suggestion Program (ASP)
- ✓ Productivity Enhancement Program (PEP)
- ✓ Best Business Practices Initiative
- ✓ U.S. Army's Participation in President's Quality Award
- ✓ U.S. Army's Representative at The Conference Board
- ✓ Army's Participation in Benchmarking

TOTAL ARMY QUALITY
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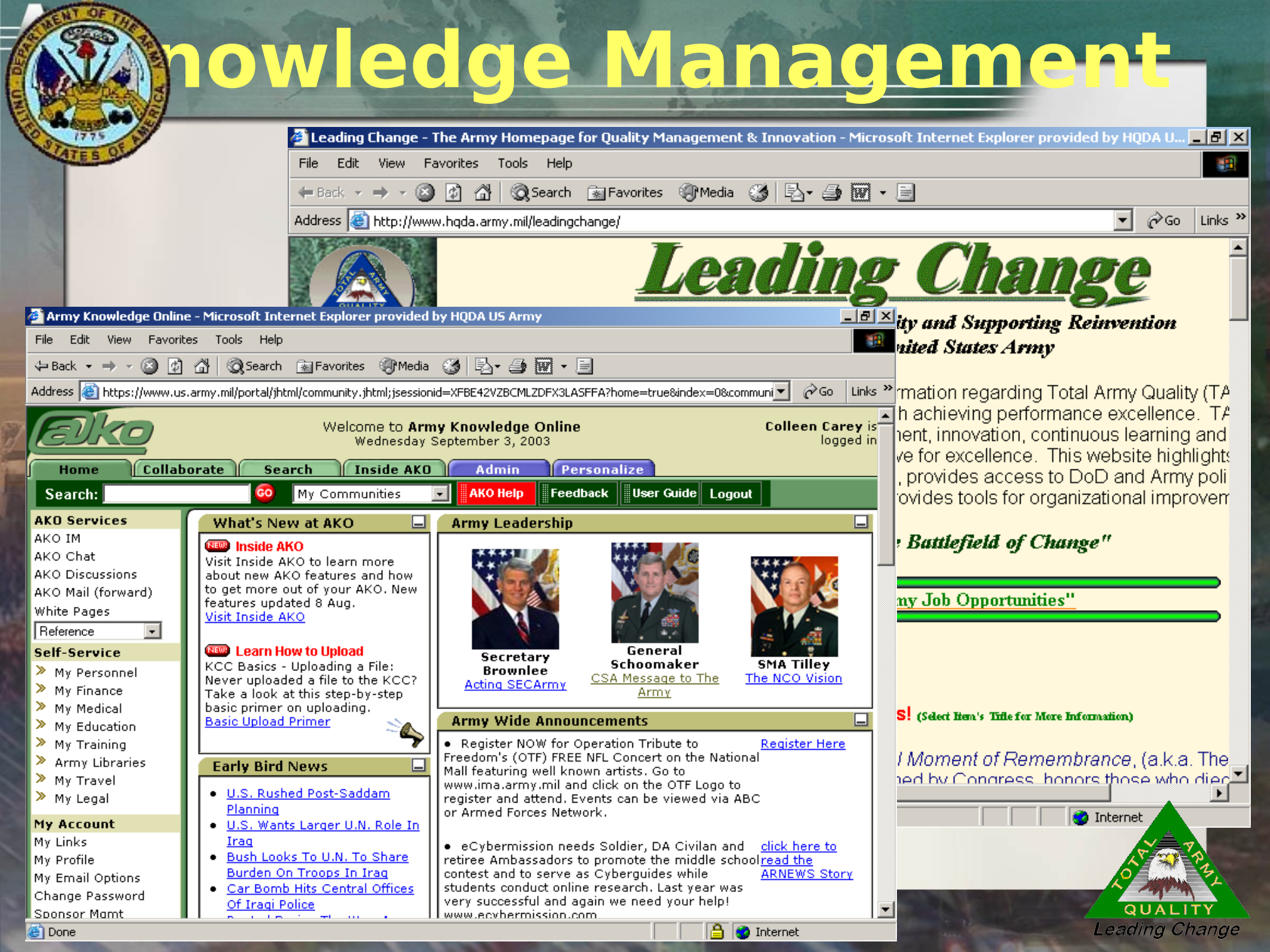
nowledge Management


Leading Change - The Army Homepage for Quality Management & Innovation - Microsoft Internet Explorer provided by HQDA U...
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Go Links
Leading Change
ity and Supporting Reinvention
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nent, innovation, continuous learning and
ve for excellence. This website highlights
, provides access to DoD and Army poli
ovides tools for organizational improvem
Battlefield of Change"
ny Job Opportunities"
s! (Select Item's Title for More Information)
l Moment of Remembrance, (a.k.a. The
ed by Congress, honors those who died
Internet
Army Knowledge Online - Microsoft Internet Explorer provided by HQDA US Army
File Edit View Favorites Tools Help
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Go Links
Welcome to Army Knowledge Online
Wednesday September 3, 2003
Colleen Carey is logged in
Home Collaborate Search Inside AKO Admin Personalize
Search: GO My Communities AKO Help Feedback User Guide Logout
AKO Services
AKO IM
AKO Chat
AKO Discussions
AKO Mail (forward)
White Pages
Reference
Self-Service
My Personnel
My Finance
My Medical
My Education
My Training
Army Libraries
My Travel
My Legal
My Account
My Links
My Profile
My Email Options
Change Password
Sponsor Mgmt
What's New at AKO
NEW! Inside AKO
Visit Inside AKO to learn more about new AKO features and how to get more out of your AKO. New features updated 8 Aug.
Visit Inside AKO
NEW! Learn How to Upload
KCC Basics - Uploading a File: Never uploaded a file to the KCC? Take a look at this step-by-step basic primer on uploading.
Basic Upload Primer
Early Bird News
U.S. Rushed Post-Saddam Planning
U.S. Wants Larger U.N. Role In Iraq
Bush Looks To U.N. To Share Burden On Troops In Iraq
Car Bomb Hits Central Offices Of Iraqi Police
Army Leadership
Secretary Brownlee
Acting SECArmy
General Schoomaker
CSA Message to The Army
SMA Tilley
The NCO Vision
Army Wide Announcements
Register NOW for Operation Tribute to Freedom's (OTF) FREE NFL Concert on the National Mall featuring well known artists. Go to www.ima.army.mil and click on the OTF Logo to register and attend. Events can be viewed via ABC or Armed Forces Network.
Register Here
eCybermission needs Soldier, DA Civilan and retiree Ambassadors to promote the middle school contest and to serve as Cyberguides while students conduct online research. Last year was very successful and again we need your help! www.ecybermission.com
click here to read the ARNEWS Story
Done
Internet
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Customer Focused Results

Interactive Customer Evaluation (ICE)

An online customer feedback tool sponsored by Office of the Secretary of Defense (OSD), Quality Management Office (QMO).

http://ice.disa.mil/.

- ✓ **Provides customer comments about their service or program**
- ✓ **Instant feedback**
- ✓ **Provides crucial data for continuous process improvement**
- ✓ **Not a survey, but a fast, easy, e-enabled management tool**
- ✓ **Allows all customers to rate products and**

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Customer Focused Results

Army Suggestion Program (ASP)

- ✓**Seeks to get all involved in transformation**
- ✓**Opportunities for submitters to get cash awards for ideas**
- ✓**Impacts to more than just Army --- other services, etc**
- ✓**Recently web-enabled.**
- ✓**Go to: armysuggestions.army.mil (enter AKO login)**

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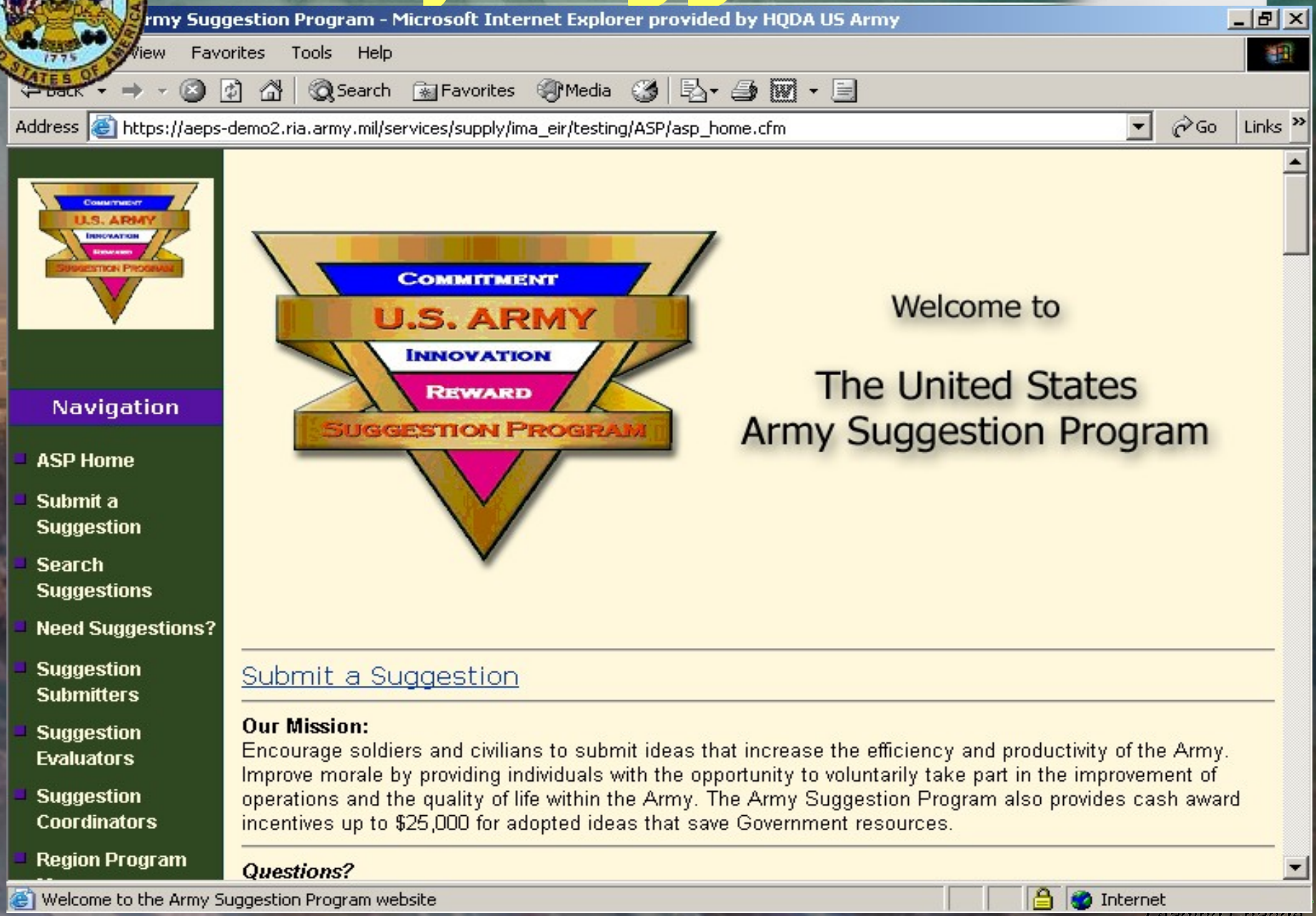
Army Suggestion


rmy Suggestion Program - Microsoft Internet Explorer provided by HQDA US Army
View Favorites Tools Help
Back Search Favorites Media
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Go Links
COMMITMENT
U.S. ARMY
INNOVATION
REWARD
SUGGESTION PROGRAM
Navigation
ASP Home
Submit a Suggestion
Search Suggestions
Need Suggestions?
Suggestion Submitters
Suggestion Evaluators
Suggestion Coordinators
Region Program
Welcome to
The United States Army Suggestion Program
Submit a Suggestion
Our Mission:
Encourage soldiers and civilians to submit ideas that increase the efficiency and productivity of the Army. Improve morale by providing individuals with the opportunity to voluntarily take part in the improvement of operations and the quality of life within the Army. The Army Suggestion Program also provides cash award incentives up to $25,000 for adopted ideas that save Government resources.
Questions?
Welcome to the Army Suggestion Program website
Internet

Army Suggestion

U.S. Army Suggestion Program - Microsoft Internet Explorer provided by HQDA US Army

File Edit View Favorites Tools Help

Back Search Favorites Media

Address https://armysuggestions.army.mil/services/asp/region_map1.cfm?parent_org=ima&sub_type=ind

Go Links

Help ASP Home

Please select your organization's location on the U.S. Army Installations Region map or from the links below:

Northeast Northwest Southeast Southwest Europe Korea Pacific

Select a region

Internet

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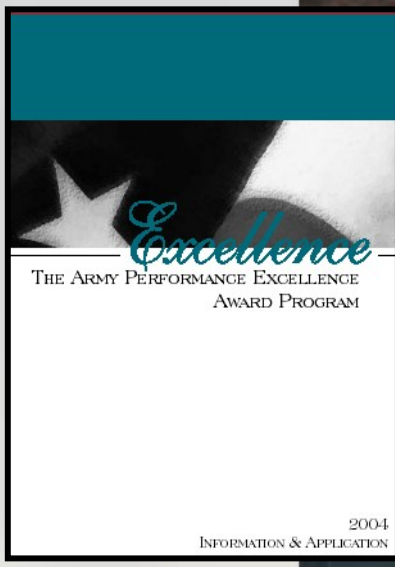
ecretary of the Army's

Army Performance Excellence Award

Beginning in 2004, establishes an Army capstone award program for Army-wide recognition of performance excellence, using the Army Performance Improvement Criteria (APIC) as the basis.



Will also be used as a method to determine the Army submissions to the proposed new Malcolm Baldrige National Quality Award Program Not-for-Profit category in Spring 2005.

"In the long term, there are few items more urgent than ensuring that the federal government is well-run and results-oriented."
- President's Management Agenda

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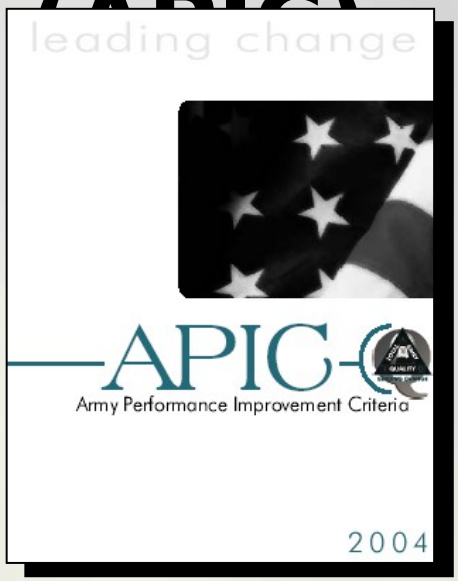
Assessment Tools

Army Performance Improvement Criteria (APIC)



Appendix B
Assessment Toolkit

www.hqda.army.mil/leadingchange

Leading Change

Benefits of APIC

The APIC, which focuses on leading business practices of the
private sector supports:

- Best business practices
- The Army's Strategic Readiness System (SRS), the President's Management Agenda (PMA), and other quality management systems.

The use of APIC results in certified performance improvements and
auditable savings:

- Documented study, based on Baldrige-based assessments, by the Georgia Institute of Technology and the College of William and Mary,
- U.S. Audit Agency Report on the ACOE Program, U.S. Army Installation Management Agency, European Division, and
- OSD CPA Certifications of Savings for
  U.S. Army Engineering and Support Cen
  Huntsville, AL ($105M)

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Self Assessment

Why Assess?

- Evaluates the entire system—not piecemeal
- Serves as a basis for planning
- Provides a baseline for measuring results and improvements
- Pinpoints areas for potential improvements
- Highlights areas for benchmarking and promising practices
- Provides a means for rapid improvement
- May develop into an on-going cycle to identify strengths, gaps, and barriers in the management system

What it Reveals

- Gaps in management system
  - –Missing parts
  - –Deployment gaps (not deployed in all areas)
- Disconnects between systems elements (approaches that should but don't work together properly)
- Potential improvements
  - –Shift from reaction to prevention
  - –Use facts instead of opinion
    - •Metrics
    - •Results
  - –Deploy strategies
  - –Establish ownership of system values, & refinement

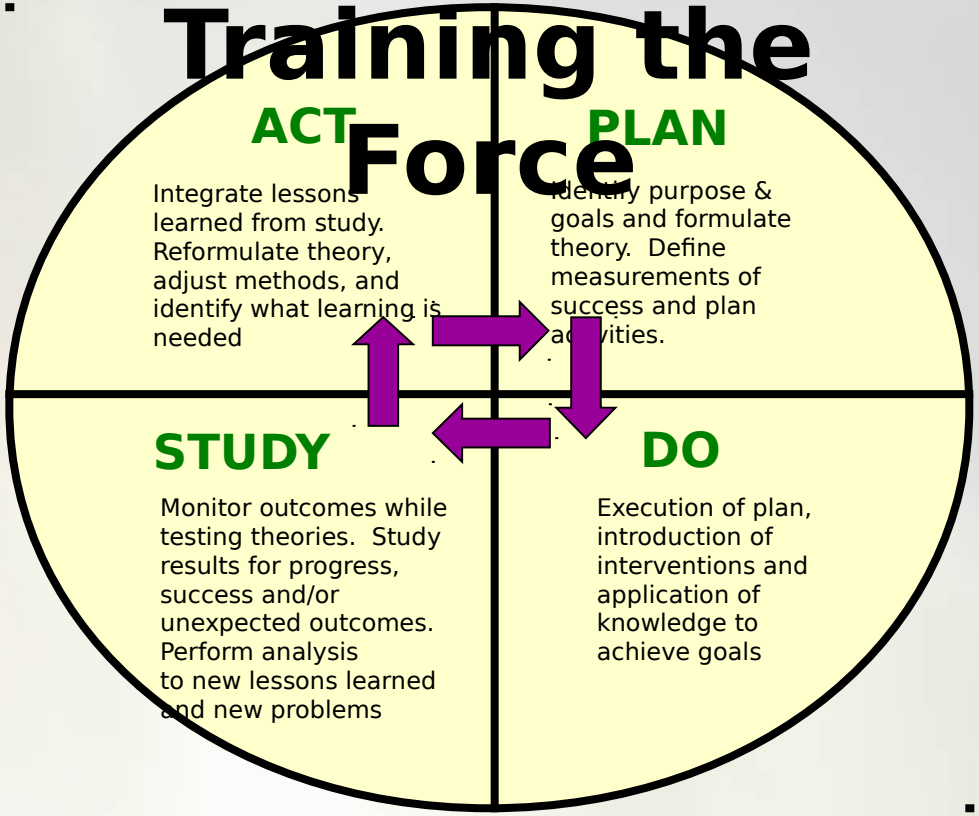
. . . A Systematic, Performance Excellence Framework

TOTAL ARMY QUALITY
Leading Change

Army Doctrine

Field Manual 7 – 0

Training the Force


ACT
Integrate lessons learned from study. Reformulate theory, adjust methods, and identify what learning is needed
PLAN
Identify purpose & goals and formulate theory. Define measurements of success and plan activities.
STUDY
Monitor outcomes while testing theories. Study results for progress, success and/or unexpected outcomes. Perform analysis to new lessons learned and new problems
DO
Execution of plan, introduction of interventions and application of knowledge to achieve goals

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The After Action Review (AAR)

A Culture – from Team Leader to Run

The AAR in a Nutshell

- Professional Discussion of **EVENTS**
- Focused on **PERFORMANCE** Standards
- Soldiers Discover **"WHAT HAPPENED"**
- **"WHY IT HAPPENED"**
- Identifies **STRENGTHS**
- Improves on **WEAKNESSES**

FORMAL
Company & above
Requires Aids
Observers/Controlle

Planning & Preparation

INFORMAL
Platoon and below
On-The-Spot
mediate Feedback

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After Action Review

General (Retired) Tommy Franks Report:

Areas Requiring Additional Work

- **Fratricide prevention**
  - Suffered from lack of standardized combat ID (7 systems)
  - Commanders overcame shortcomings “on the fly”
- **Deployment planning & execution cumbersome**
  - Need to improved to meet 21st C operational demands
- **Coalition information sharing: must improve at all levels**
- **Human intelligence: requires continuing focus**
- **Communications bandwidth: requires continuing focus**
- **Global Hawk: hi-alt, long loiter, beyond line-of-sight multi-sensor UAV will be further developed**
  - Need to include laser designation & precision weaponry delivery
- **Integrated common operating picture (COP): very powerful but need further development**
  - Tracking systems were previously Service-unique
  - Workarounds developed, but need integrated, user-friendly, C4I architecture for blue & red air, ground & maritime forces
- **Strategic lift & tanker aircraft availability were stretched**

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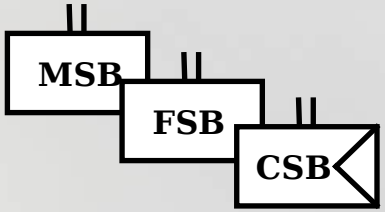
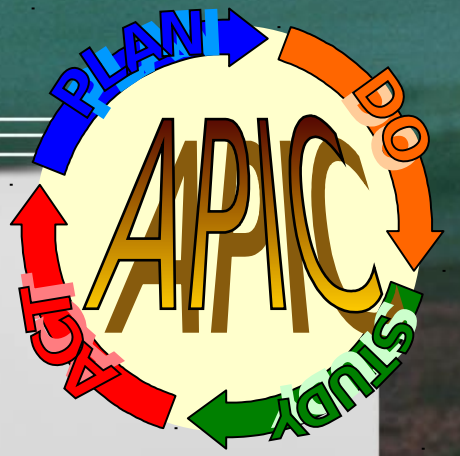
ASK YOURSELF

1. **What do you do?**
2. **Why do you do it?**
3. **Does it support the mission (METL)?**
4. **Who do you do it for?**
5. **How well do you do it?**
6. **Can it be accomplished more efficiently by another source?**
7. **Do you measure it?**
8. **How can you do it better?**

Leaders determine metrics for quality and performance improvements (Goals)





EXAMPLE OF AN INITIAL SELF ASSESSMENT

COMBAT SERVICE SUPPORT

CUSTOMERS	CUSTOMER REQUIREMENTS	PRODUCTS AND SERVICES	KEY PROCESSES	INFO SYSTEMS	IN-PROCESS METRICS	RESULTS METRICS	BENCHMARKS
Brigade Combat Team (BCT)	Supply Support	Class I and Water - General Supplies - Fuel - Engineer Materiel - Ammunition - Class VII - and Repair Parts	Receive, store, protect, issue and retrograde	SARSS-1; SARSS-2; ULLS; SAASMOD-ATP; EXEVALS	10% inventory/location accuracy; Customer Wait Time; Demand Analysis; environmental accidents; PM checks	Order to Ship Time; receipt processing time; denial rates; 100% inventory/location accuracy; etc	DA Goals; CASCOM Goals; DISCOM Goals & Comparisons to other like units
	Maintenance Support	Organizational Maintenenance; Direct Support Maintenance (Armt, Missile, Automotive, Electronic) Recovery Operations	Repair and return to user; repair and return to SSA (RX program); Conduct PM Services; Recover equipment	SAMS-1; SAMS-2; ULLS	Shop Backlog; Delinquent Services; Pacing Item deadline rates; PLL/ASL/Shop Stock zero balances	USR Readiness Rates; Equipment Availability; Mean time between failure; Repair Cycle Time; Accident Rates	DA Goals; CASCOM Goals; DISCOM Goals & Comparisons to other like units
	Medical Support	Combat Health Support and TMC Support	Patient Hold; Patient Treatment; Patient Evacuation	TAMMIS	DNBI; Equipment readiness rates; Accident rates	USR Readiness Rates; Accident Rates; Soldier Readiness Program (SRP); CIP Results	USAMEDCOM Goals; Surgeon General Goals
BN Soldiers	Force Protection						
	Quality of Life						
	Fit						

CAN DEVELOP FOR INTERNAL CUSTOMERS

TOTAL ARMY QUALITY
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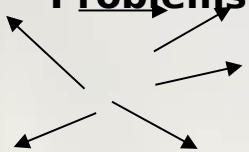
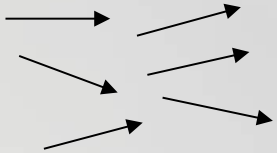
Steps Toward a Mature Process

(1) Reacting to Problems



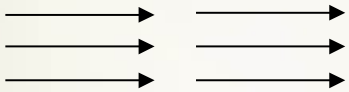
Operations are characterized by activities rather than by processes, and they are largely responsive in immediate needs or problems

(2) Early Systematic Approach



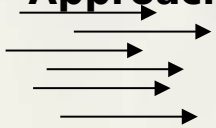
The organization is at the beginning stages of conducting operations by processes with repeatability, evaluation and improvement, and some coordination among organizational units.

(3) Aligned Approach



Operations are characterized by processes that are repeatable and regularly evaluated for improvement, with leanings shared and with coordination among organizational units.

(4) Integrated Approach



Operations are characterized by processes that are repeatable and regularly evaluated for change and improvement in collaboration with other affected units. Efficiencies across units are sought and achieved.

TOTAL ARMY QUALITY
Leading Change

Summary

Continued emphasis on improving processes and timelines while simultaneously providing exceptional customer service

- **Flexibility**
- **Versatility**
- **Trained and Ready**
- **Transforming**

We need to be mindful that the world has changed and it will never return to what we knew before.

~~GEN Peter J. Schoomaker, Chief of Staff, Army

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Leading Change

Questions??

- These are tough and turbulent times for the Army and our Nation. So we will continue to improve, to transform, to protect our nation.

- Thank you for your patriotism and the quiet sacrifices you make everyday.

- Please continue to support our Soldiers, Sailors, Airmen, Marines, Coast Guardsmen wherever they are serving. our Nation and our way of life is at stake and Worth Fighting For.

TOTAL ARMY QUALITY
Leading Change